



LEGISLATIVE HEARING

GRAND RAPIDS HOME FOR VETERANS

March 3, 2016

James Robert Redford, Interim Director



Speakers

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James Robert Redford
Interim Director, MVAA

- ❑ 28-year Navy veteran, former chief legal counsel for Gov. Rick Snyder
- ❑ Interim director: Feb 19, 2016



Leslie Shanlian
CEO, Michigan Veteran Health System

- ❑ 20 years' experience in nursing home and health service administration
- ❑ CEO: Oct 26, 2015





660,000 veterans in Michigan

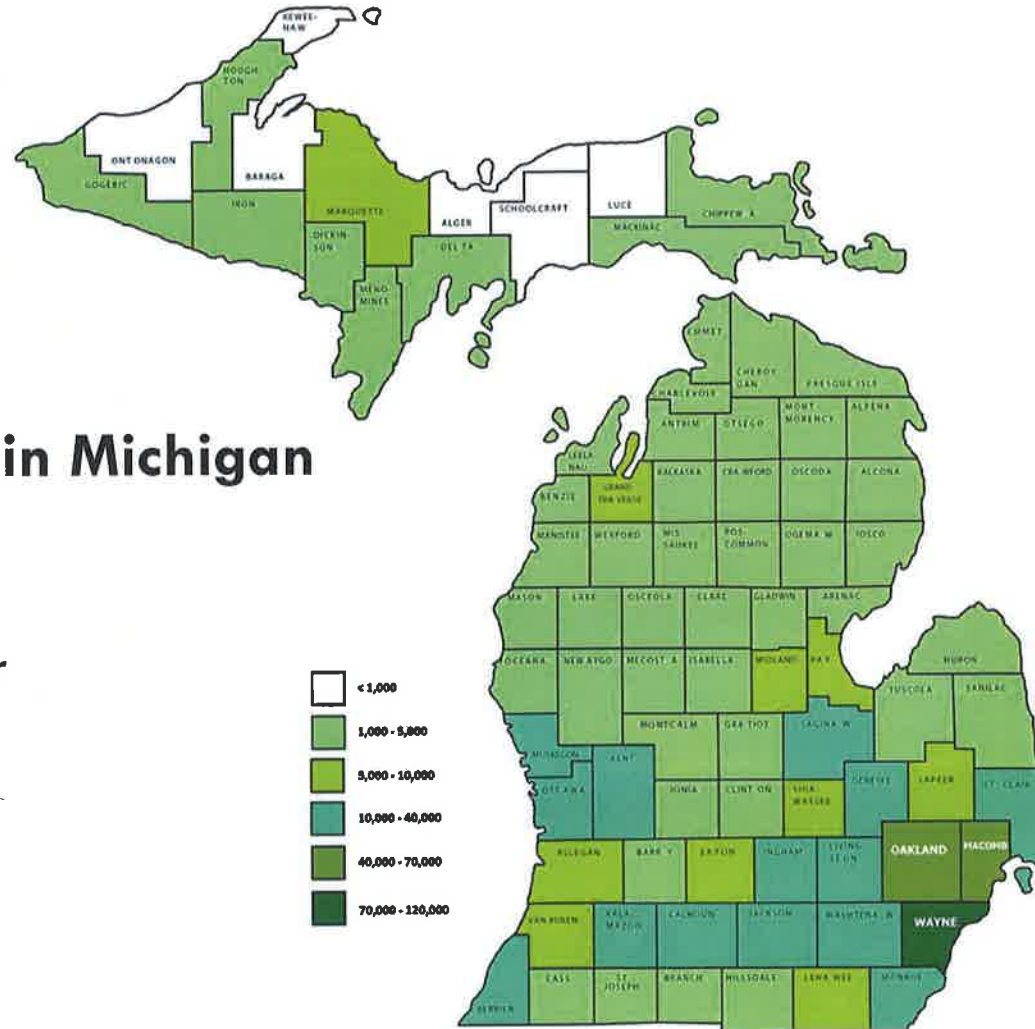
By era

242,500 Vietnam War

153,300 Gulf War

64,500 Korean War

41,000 WWII





Grand Rapids Home for Veterans

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- ❑ Established by Public Act 152 of 1885
- ❑ 412 members (385 men, 27 women)
- ❑ 270 state employees and 160 FTE contractors
- ❑ 56,000 volunteer hours (2015 total)



State Audit

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- Auditor General released audit Feb. 19, 2016, pinpointing problems in three areas:
 - ▣ Nursing administration
 - ▣ Process management
 - ▣ Business practices
- Audit covered from Oct. 1, 2013 to Aug. 31, 2015
 - ▣ MVHS launched Sep 2015
 - ▣ CEO Shanlian started Oct 2015



Findings and Resolutions (1)

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- Finding: Inaccurate reporting on room and fall alarm checks
- Resolution:
 - ▣ Addressed issue with the contractor and staff, who have been informed that discipline will result if checks are not performed or reported accurately
 - ▣ Trained staff in best practices for preventing falls
 - ▣ Implemented quality assurance measures, incl. spot checks via senior management and video cameras



Findings and Resolutions (2)

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- Finding: Contractor did not provide required staffing
- Resolution:
 - Working with contractor to ensure contracted staffing levels are delivered
 - Negotiated with contractor to boost hourly wages and provide incentives to better compete in a tight Grand Rapids labor market
 - Changed work shifts to staff up during high-demand times, such as showering and hygiene
 - Seeking supplemental labor through alternate sources



Findings and Resolutions (3)

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- Finding: Improperly administered non-narcotic pharmaceuticals
- Resolution:
 - ▣ Implemented controls in pharmacy and nursing to address early prescription refills
 - ▣ Installing Pyxis machines in March to track prescriptions, with full implementation in June



Findings and Resolutions (4)

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- Finding: Ineffective development and execution of members' comprehensive care plans
- Resolution:
 - ▣ Hired a coordinator to ensure timely and optimal care planning and execution for residents
 - ▣ Fully implementing electronic medical records system by the end of June 2016



Findings and Resolutions (5)

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- Finding: Improperly accounted for non-narcotic pharmaceuticals
- Resolution:
 - ▣ Instituted checks and balances among nursing and pharmacy staff who order, dispense and dispose of pharmaceuticals



Findings and Resolutions (6)

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- Finding: Missed opportunities for prescription insurance billings
- Resolution:
 - Hired a staff person to bill insurance companies and follow up on rejected claims
 - Instituted monthly monitoring of billing practices



Findings and Resolutions (7)

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- Finding: Member complaints not tracked, properly investigated, or addressed
- Resolution:
 - ▣ Reviewed and revised complaint policy
 - ▣ Revised process to require outside manager review



Findings and Resolutions (8)

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- Finding: Insufficient controls over disbursement of deceased or discharged members' funds
- Resolution:
 - ▣ Reviewing policies to ensure timely disbursements
 - ▣ Working with DTMB to determine status of funds and to implement corrective action



Findings and Resolutions (9)

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- Finding: Past due member assessments
- Resolution:
 - ▣ Implemented a new electronic accounting system
 - ▣ Monthly audits and reviews performed by CEO and COO



Michigan Veteran Health System

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- ❑ Integrated health system
- ❑ Modernizes current systems of operation
- ❑ Place the homes in line with industry standards
- ❑ Creates efficiencies by centralizing:
 - ▣ Finances
 - ▣ Procurement
 - ▣ Marketing





MVHS Leadership Team

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- CEO, 2 COOs, 4 VPs
 - ▣ Over 100 years combined experience
- Chief Operating Officer (GRHV)
 - ▣ Scott Blakeney
- Chief Operating Officer (DJJHV)
 - ▣ Brad Slagle





MVHS Leadership Team

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- Vice President of Nursing Services
 - ▣ Eugenia Dumlao-Reedy
- Vice President of Social Services
 - ▣ Dawne Velianoff
- Vice President of Business Services
 - ▣ Ryan Engle
- Vice President of Operations
 - ▣ Steve Rolston



MVHS Philosophy

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- Person-centered care
 - ▣ Interdisciplinary teams work together to create – and follow – comprehensive care plans
 - ▣ Members and staff are involved in decision-making process





The road ahead

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- CMS certification
 - ▣ Would allow MVHS to collect additional federal funding available to Medicare- and Medicaid-eligible members whose cost of care is not fully covered by VA per diem rates
 - ▣ MVHS pursuing CMS certification with beds at both facilities
- Modernization workgroup
 - ▣ Will examine what other services we can provide to veterans
 - ▣ New construction
 - ▣ Creating strategies to prevent budget fluctuations that could affect care and operations



Going forward

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MVAA's promise to residents at the Grand Rapids Home for Veterans: Our entire team will work hard to regain your trust and provide the best care possible.





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